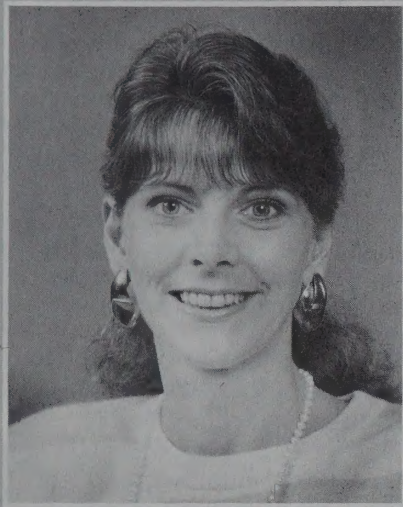


WHAT'S NEW



Personnel issues in 'Q&A' focus

Career ladders, the classification system, employee recognition programs and work incentives. Those and other personnel issues come into focus in this month's Q&A feature. Linda Nealy (above), the Motor Vehicles Division's personnel manager, fields questions employees raised in the recent ODOT opinion poll. Nealy is joined by Judy Gregory, an ODOT assistant director, and Bob Erickson of ODOT Personnel Services.

See story, page 4.

'Cheers' star plugs transit

John Ratzenberger, who plays know-it-all postman Cliff Claven in the television show "Cheers," is currently appearing in two television public service announcements produced for the Partners for Smart Commuting.

Dressed in a lab coat as "That Science Guy," Ratzenberger encourages drive-alone commuters to help reduce air pollution, traffic congestion and gasoline use by taking a bus, forming a carpool or vanpool, or biking to work.

Partners for Smart Commuting is a coalition of state and local agencies in Oregon and Washington that joined forces in an effort to reduce the number of drive-alone commuters. ODOT's Public Transit Division donated \$2,000 toward the current campaign. Other partners include the state departments of Energy and Environmental Quality, the cities of Portland and Salem, Tri-Met and other mass transit districts in Salem, Lane County, the Rogue Valley and Clark County, Wash.

The two public service announcements are the second in a series produced for the Partners for Smart Commuting. The first effort, launched last spring, included television and radio spots, print ads and posters. That campaign received an estimated \$270,000 in free media exposure during a four-month period, and the television spot won two awards at the National Energy Conference.



Ski patrol members trudge through a snowbank at Hoodoo Ski Bowl in the Oregon Cascades, as a Highway Division snow blower clears the ski area's Sno-Park.

Sno-Park program expands

Whether your passion is traversing snowy slopes on skis, a snowboard, snowmobile or the seat of your pants, Oregon's Sno-Park program may be a household word.

Funds generated by the program, which enters its 15th year this season, are used by the Highway Division to plow parking lots and roadside parking areas in Oregon's mountain pass Winter Recreation Areas, and at recognized downhill and cross-country ski areas.

The program began in 1977, when, facing declining gasoline tax revenues, the Highway Division

sought new funds to continue plowing parking lots in Winter Recreation Areas. Permit revenues, now at \$1.4 million for the current biennium, support the maintenance of Oregon's 80 Sno-Parks, according to Karen Morrison, Highway Operations.

The U.S. Forest Service, which typically funds Oregon Sno-Park construction, is proposing to build an additional 10 in the next five years, Morrison said.

When considering new Sno-Parks, Highway Division staff determine the technical feasibility of using a proposed area, while a seven-

member Winter Recreation Advisory Committee composed of winter recreation enthusiasts estimates its projected use.

Sno-Park permits are required to park in designated Winter Recreation Areas between Nov. 15 and April 30. Costs are \$9 for an annual permit, and \$2 for a daily permit, and are available at DMV offices, most winter recreation resorts, ski areas and sporting goods stores.

Sno-Park permits issued by California, Idaho and Washington are honored in Oregon, and Oregon permits also are honored in those states.

Restructure clears milestone

ODOT's proposed restructuring of its six divisions into a single agency organized along functional lines cleared the Transportation Commission's scrutiny in January, signalling the start of what promises to be a year-long transition process.

While ODOT can initiate some administrative changes on its own, others will require legislative approval.

The department's reorganization is expected to improve interagency coordination, better serve transportation customers and gain flexibility in assigning staff to the greatest existing need.

Don Forbes, ODOT director, told the commission the restructure also is expected to improve efficiency by reducing service duplications, cut the number of managers in some administrative areas, and eliminate up to five of the department's management layers. The total number of managers is expected to decline over time, he said, although the employee work force is not expected to shrink.

The new federal transportation bill, for instance, is expected to increase construction and design budgets by as much as 35 percent, Forbes said. Under the restructure, that increased demand for highway-related services may allow ODOT to absorb layoffs from other agencies.

When in place, the organizational shift will dissolve ODOT's six divisions. In their place will be a Transportation Development group composed of the current Aeronautics, Public Transit and Traffic Safety divisions, and the ODOT Strategic Planning and Highway Planning sections. A Regulations and Enforcement group will include the current Motor Vehicles Division and possibly the Highway Division's truck permits and weighmasters functions. The Highway Division's field operation will continue to report to its region offices, which may assume state airport maintenance. Two other new groupings—Technical Services and Support Services—respectively will include

transportation design and broad administrative support functions.

Some of the consolidated work groups can be created and placed under a single manager, although their budgets must remain separate to comply with state and federal law. The department is developing a single-agency budget to allow the shifting of people and resources between agencies, something that now can't be done without the approval of the Oregon Legislature or the Legislative Emergency Board. Plans call for that budget to be presented during the 1993 legislative session.

Functions currently separate in the Motor Vehicles Division and the remainder of ODOT—personnel and public affairs, for example—will be merged, Forbes said.

Sandy DeLuna, organizational development manager, said staff research performed over the past several months indicates "no substantial legal or budgetary barriers" to the basic

See RESTRUCTURE, Page 5

DIRECTOR'S COLUMN

Dare to listen, validate, empower

By DON FORBES
ODOT Director

It might be a familiar theme, but it's one that bears repeating: Our people are our most valuable and important resource. In these changing times, it's sometimes easy to get discouraged and lose sight of that powerful idea.

Some Oregonians complain that government lacks credibility, that our future calls for anything but business as usual. It's easy to complain but difficult to create substantial, effective and positive solutions. So, how can government become more responsive, particularly to the voters who cast ballots in favor of Measure 5?



FORBES

That brings us back to people. Probably the most encouraging place to look for answers is right here at home—at our people and their commitment to making a difference. Everywhere I go, I find ODOT employees willing to take on responsibility to make positive change. With Measure 5, people might want to take the easy way out, hide and play it safe. But the times demand more of us. We are faced with an atmosphere supportive of creative risk-taking. These are exciting times.

I believe most people want to have a voice in this organization. We need to recognize that everyone has a valid opinion, that their contributions are valuable, that each of our employees is key to making ODOT succeed.

Through teambuilding, we're providing people with the basic tools to speak up when they see a problem, then build group consensus for an effective solution.

Some employees may be passive in the workplace, then go home and serve on school

boards, church boards, as coaches for sports or school play directors. They're leaders off the job, yet at work they assume subordinate roles. It's important for those people to realize their leadership potential, and that those same skills can improve their work life.

Our Woodburn Port of Entry employees, for instance, decided as a group that working 10-hour days, four days a week might be more

Ultimately, if people are going to sit back and wait for managers to change the world, it's not going to change. Managers can be part of the solution by helping people make change; they can't do it solely by themselves.

productive than the traditional five 8-hour days. Their supervisors agreed to their proposal and now are testing the idea to see if it better supports their ability to perform their work and serve customers.

Groups that have gone through teambuilding training generally have found the experience positive. Their reactions vary, but most speak of an attitude shift: They look forward to coming to work in the morning. They feel empowered to influence their work lives. People are feeling their ideas are being heard, that their contributions are considered important.

So empowerment by speaking up and working together as a team can be sources of profound change. Yet that process has some practical limits. Crews can't just decide to work overtime simply because they want to enlarge their paychecks. Along with the team decision-making process comes the need to understand the consequences of an action.

It's important also to recognize that work groups might struggle with team decision-making, particularly those conditioned to working under a strong, autocratic boss. Learning to speak up and make your ideas heard is a lot

harder than following orders. Mending that rift in the boss-employee relationship might begin by considering why we're here in the first place—to provide Oregonians with the best possible transportation service.

Change can't just happen because of some act by a director, manager or management team. It takes people who are willing to stand up and make a difference and make change happen. Sure, people can be critical of management and should be when appropriate. In the some cases, managers didn't—or don't—act. But management can't be blamed for everything. Ultimately, if people are going to sit back and wait for managers to change the world, it's not going to change. Managers can be part of the solution by helping people make change; they can't do it solely by themselves.

An employee approached me the other day and said that, in a sense, ODOT is a volunteer organization. If you see something that's wrong, he said, you need to speak up, then volunteer to fix it. The idea of empowerment really means how you can get people to believe that they not only can but must be part of the solution. I don't know how you can say that more clearly. It's the responsibility of each of us to leave the organization better than we found it.

If you think about it, each of us is a manager. Some of our formal work titles say we're managers and have broad responsibilities. But each of us is responsible for managing our own time and for managing positive change when we see something that needs to be fixed. If you make an organization better, you ultimately make it better for you.

Pick up most any newspaper today, you'll find articles that say government needs to change. No doubt, we need to be responsive to Oregonians' needs. But we've got what will get us there: people with tremendous talents who are committed to improvement. In this age of turbulent change, that's the telling difference.

Letters



Neither rain, nor hail

Charles Upward,
Highway Maintenance Supervisor,
Highway Division, Clatskanie:

I run the U.S. Postal Service mail route from Portland to Astoria to Seaside and all points in between. Early this winter, at about 2:30 a.m. on the top of Rainer Hill, my truck's wiring shorted out and caught fire. I got the fire out but all the main power and starting wiring was fried.

(Highway Maintenance Specialist)
Marvin "Buzz" Raynor stopped to see what my problem was. When I showed him, and told him I didn't know what to do with my truckload of mail and two post offices waiting for me.

Instead of telling me to "have a nice day," Buzz radioed to the Astoria post office and sent his truck back to the highway maintenance shop for wire,

electrical tape and tools. He then climbed under my truck and went to work. It really was tough to get to the wires and replace them when it was so cold outside.

Buzz got me running again. It would have been a major problem to have my truck towed to Clatskanie, then drive to Portland to reload. Thanks for having such a dedicated state employee. I know there aren't many people like him around.

TERRY McATEC
U.S. Postal Service, Westport

Braving the bitter cold

Clair Kuiper,
Region 1 Bridge Manager,
Highway Division, Clackamas:

One of your employees, Stan Stevens, assisted me and Tri-Met's Rail Division on the night before Thanksgiving. At about 7 p.m., the Steel Bridge suffered an interruption of electrical power, which resulted in conflicting signals for our train movement and automobile traffic. It was a potentially hazardous situation.

I arrived about five minutes later and positioned myself at the west end of the bridge to control eastbound traffic by arranging flares on the road and flagging traffic. I was soon joined by Stan, the bridge tender on duty. Rather than remain in the relative comfort of his

shack, he chose to assist me in the cold wind and rain for the better part of four hours. He generously offered me the use of his shack's toilet facilities and a temporary supply of flares until I could replenish my own.

As I was the only supervisor on duty for the entire light-rail alignment, there were several times when my attention was diverted or when I had to leave the area briefly. Stan remained at my location during my absence and fully controlled the situation. Not only did I appreciate his assistance, but so did the Tri-County Metropolitan Transportation District. Stan's actions reflect well on his professionalism, as well as the Oregon Department of Transportation.

D.J. STANLEY
Controller/Supervisor,
Tri-Met, Gresham

Column evoked vision

Don Forbes,
ODOT Director, Salem:

Just want to say that your column in the January Via was one of the best articles you've had. It was positive, upbeat, looked to the future while not dwelling on the past, and had a personal touch. Good job.

FRED GUSTAFSON
Design Team Supervisor
Highway Division, Salem

Foiled getaway

Donald Smith and Arthur Frey,
Highway Maintenance Specialists,
District 12, Highway Division,
Pendleton:


By providing Senior Trooper Clyde

Riley of the Oregon State Police Pendleton office information during the recovery of a stolen vehicle this fall, you were instrumental in the apprehension and arrest of a suspect. Without your timely involvement and concern, we might never have apprehended a suspect.

I'd personally like to thank you for your interest and involvement in the investigation of this case.

LT. JOHN DUGGAN
Oregon State Police, Pendleton
(Smith and Frey relayed their description of the suspected car thief to the Oregon State Police.—Editor)

(See Page 6 for more letters)




ODOT NEWS

OREGON TRANSPORTATION COMMISSION
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Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 97310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification. All letters that address issues relevant to ODOT will be considered.

Earth-care taxes up for debate

Oregon's Supreme Court heard arguments in early January from supporters and opponents of air pollution permit fees for vehicles and a provision to clean up leaking underground storage tanks.

The laws, passed by the 1991 Legislature, are supported by environmental and transit groups, ODOT and the state Department of Environmental Quality. The Automobile Club of Oregon opposes both measures, arguing that they violate a state constitutional requirement that requires motor vehicle fuel taxes and fees to be used only on highways, streets and roads.

The Supreme Court must rule on the bills before they can take effect, according to Denny Moore, Public Transit Division administrator. He told the Transportation Commission in January the AAA is challenging the bills' constitutionality before either fee is implemented to avoid having to reimburse those fees should the court rule them improper.

The leaking underground storage tank bill creates a state grant and loan program to help pay for cleanup of leaky gasoline storage tanks, which is required by federal law. It would impose an assessment of between 1.1 cents to 1.2 cents per gallon for gasoline stored underground to fund cleanup efforts and state co-payment of underground storage tank insurance. If the court rules it unconstitutional, an equivalent "withdrawal from bulk fee" will be imposed, Moore said.

The air quality bill imposes an auto emission permit fee of \$1 on cars built since 1981, and \$2 per car on older models. If the court finds it constitutional, it would raise about \$3 million per year to finance public transit, rideshare, alternative fuels and other projects designed to reduce traffic congestion or improve air quality. It would take effect in July 1993.

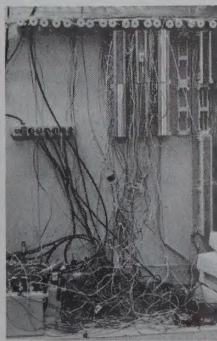
Taking out the tangle

If you've ever explored one, you'd know a phone closet has a place for everything and everything's in its place. But that doesn't necessarily make it cozy or neat.

For telephone and computer technicians, a phone closet can be a nightmare of tangled wires that require special tools to reroute. It also can be downright dangerous. Don Stupfel, resource planning and acquisitions manager for ODOT's Information Systems Section, Salem, has the answer: the Integrated Voice and Data System. It makes switching phones and computers as easy as plugging in an AC cord.

Recently installed in the new Highway Operations Building, the system allows non-technical people to reroute computer, telephone and fax network wiring when employee work stations shift.

Phone closets not equipped with the Integrated Voice and Data System require special tools to "punch down" wires.



Jim Huss (on left) and Doug Marsh of the Highway Division's Region 1 Geology Crew check core samples from test drilling along U.S. 26 near Beaverton in preparation for Portland's westside corridor light project.

Crews drill by Sunset

Geology crews in January began exploratory drilling along the path of the westside corridor, the joint light-rail construction and highway widening project.

A contractor began by drilling for soil samples at a quarter-mile-long site on the north side of the Sunset Highway (U.S. 26) just west of Southwest 76th Avenue. It was the first of approximately 90 test holes at seven sites to be drilled along U.S. 26 and Oregon 217. The project is scheduled to be completed by the end of April.

Geologists expect to analyze the soil and rock samples to determine the ground's stability as well as the location and volume of ground water. That information will be used in the design of the entire project, from pavement to bridges, according to Bob VanVickle, the Highway Division's Region 1 geologist, Milwaukie.

The contractor, PC Explorations of Bozeman, Mont., will be drilling weekdays from 7 a.m. to 4 p.m., according to Janis Collins, Region 1 public affairs manager.

Construction on the joint TriMet/ODOT light-rail extension and highway improvement project is scheduled to begin with a June 30, 1993 groundbreaking, and last about five years. When completed, the project will provide a commuter rail link through Portland from Beaverton to Gresham.

Panel issues license mandate

A highway region engineer must have a professional engineering license, the Highway Division's management group, the R-Team, reaffirmed in January.

The R-Team debated whether the other skills currently required of a region

engineer—such as management, transportation advocacy and community relations—outweigh the technical aspects of the position. It based its professional-license requirement on the need for region engineers to understand and monitor the engineering component of major projects, demonstrate accountability for tax-dollar expenditures and develop effective transportation strategies.

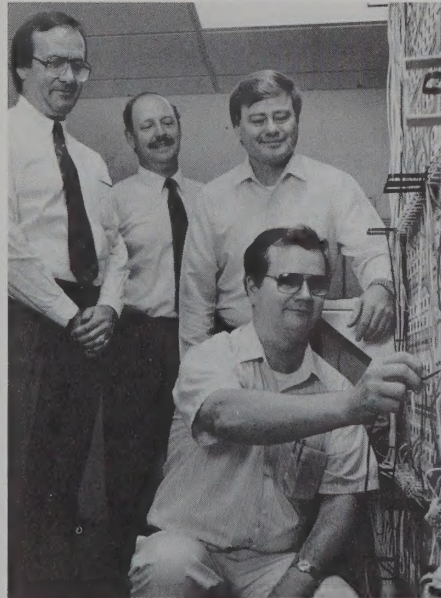
In filling future vacancies, the team agreed to recruit on an open-competitive basis with a focus on western states.

At the same meeting, the R-Team, adopted guidelines on how to divide money for capital improvements costing less than \$100,000. In evaluating project requests—for sand sheds, lighting and energy conservation measures, for example—the Highway Division's operations manager, Wayne Cobine, will consider criteria such as employee safety, energy conservation, performance enhancement and the expected useful life of the improvement.

Cobine and Harold Lasley, District

The R-Team debated whether the other skills currently required of a region engineer...outweigh the technical aspects of the position.

2A manager, also presented the findings of a committee charged with defining the role of assistant district manager positions. The committee of district managers considered the position as a developmental tool. The R-Team agreed that the purpose of the position is "to provide a means of developing management potential" while gaining experience in the roles required of the district manager. The team directed the committee to develop within 90 days an assistant district manager position description and return it to the team for review.



Checking the new Integrated Voice and Data System at the Highway Operations Building, Salem, are (from left) Tim Johnston, Department of General Services; Don Stupfel, ODOT Information Systems Section; Pat Vanderzanden, Highway Operations; and Tom Davis, ISS. At left is a set of tangled wires typical of the system's predecessor.

"The old way was a mess," Stupfel said. "The new system is a lot cleaner and easier."

In addition to the Operations Building, ISS has equipped the Highway Division's new Region 5 building and Transportation Accounting Services with the Integrated Voice and Data System, Stupfel said.

NEWS BRIEFS

Not just your imagination: 22,000 more drivers

Year-end statistics indicate about 22,000 more drivers hit Oregon roads in 1991. About 73,000 new Oregon residents applied for driver licenses, compared to the 51,000 former Oregonians who applied for licenses in other states, according to Ann Snyder, of the Motor Vehicles Division.

Most of Oregon's new drivers are from California—almost 30,000—with former Washington residents close behind at nearly 12,000.

Plans to pavement: Road experts assemble

Local, state and federal representatives, engineers, planners and contractors from throughout the Northwest are expected at the 1992 Roads and Streets Conference, held at Oregon State University in Corvallis Feb. 5-7.

Von Hemmert, the Highway Division's roadway statistics engineer, said the gathering is a chance to share current information and technological changes.

(This is the third in a series of articles that addresses issues and questions ODOT employees raised through this summer's department wide opinion survey. Fielding personnel-related questions this month are Linda Nealy, the Motor Vehicles Division's personnel manager, Judy Gregory, head of Human Resources Management, and Bob Erickson, ODOT Personnel Services manager. In March, Q&A looks at work incentives and the employee classification system.—Editor)

Via: The survey indicated employees feel that promotions are not given according to merit. Second, some people said they were frustrated with outside hiring and called for more internal promotions. Third, applicants for internal promotions believe candidates had been selected before the interview process began. Are these valid concerns?

Gregory: In the last year, 77 percent of the Highway Division's positions were filled through internal hiring. When you go to select specialized positions—personnel positions, for instance—most hirings are from outside ODOT because the required skills are so specialized.

Erickson: In the engineering field alone, internal promotions account for 85.7 percent of hirings. But when you take into account some maintenance and support staff positions, which are mostly entry-level, the bulk of those people come from outside ODOT. We are doing more open-competitive recruiting than we did, say, 10 years ago. Still, we're appointing a majority of people from within ODOT.

Nealy: We've found that, because more than 5 percent of the positions at DMV are salary range 15 or below, we typically have an insufficient pool of applicants from inside the agency. That's why only 48.6 percent of DMV's hirings are done from within. For example, most motor vehicle representative 1 positions, at salary range 15, typically are hired from outside the agency because those positions are scattered throughout the state. There's less incentive to move. However, our collective bargaining contract for clas-

Q & A

sified positions requires us first to hire by agency promotion.

Via: What about the perception that a person has been selected even before an interview process begins?

Nealy: How do you address people's perceptions? Our people have

'How do you address people's perceptions? Our people have the right to be told, on their request, why they weren't selected for a position.'

—Linda Nealy

the right to be told, on their request, why they weren't selected for a position. That places the hiring supervisor in a position of having to explain why that person wasn't selected, and why someone else was—essentially justifying their hiring. I'm seeing more employees taking advantage of that option.

If someone pursues a developmental position, for instance, and somehow that position develops into a permanent position, many times the successful candidate is the person who has the year of related experience—who is familiar with doing the job. Some employees might ask why we bother going open competitive. But you've got to offer all the applicants the opportunity to say what

their experience and background is to make sure we select the most qualified candidate. There's always the chance we have an applicant with comparable experience from another region of the state.

Via: In the survey, employees complained of a barrage of written material—newsletters, electronic mail notes and mass mailings to all ODOT employees statewide. Is there room for streamlining these mailings without sacrificing the quality of communication?

Nealy: I've just been amazed at what comes into our office by electronic mail. We trained our support staff to sort through those mailings to provide us with the types of things we really need. To me, there's just so much garbage on electronic mail. It seems to me that it would be best if people would direct those mailings to people who really need to receive the message, rather than to all employees.

Erickson: That's a particularly tough question because I think there has been a tendency to increase mailings to all employees to ensure that all employees are getting a message—that someone, somewhere is not filtering information that's directed to all employees. That's been a continuing problem. I don't know how we can deal with that, although we hope the new ODOT hot line will help.

Gregory: We have all sorts of issues that center around communication, including how can we get information to all employees within our large statewide organization. What can we do? We have different levels of computer sophistication. Some people have access to electronic mail and others don't. Some people who do get electronic mail are frustrated by the amount of personal information it carries—who's had a baby, that sort of thing. How do you make sure that people get the information they need, if you don't send something to every individual? It's a struggle. I'm open to suggestions, because I don't have the answer.

Manager standards modified

Applicants for Highway Division managerial positions in salary range 29 and above will be ranked according to standards that seek a balance between technical and management skills.

Bill Anhorn, ODOT deputy director, settled on a revised set of "expectations for critical management positions" along with a selection process devised by ODOT Personnel Services.

Because the department is changing, "the skills and abilities required of managers to meet the future needs of the organization are different than they have

'It's not a matter of working for the Highway Division for 10 or 15 years and then expect to be promoted.'

—Lynn Todd

been in the past and, therefore, so are the expectations of managers," Anhorn said.

The process includes planning, recruiting, screening and interviewing, and identifies qualities important to management positions, such as customer-service orientation and communication skills. Job interview panels may now include an industry or association representative as a non-voting observer, however they must not be currently involved in a project connected to the vacancy.

Lynn Todd, ODOT assistant personnel manager, said, "We figured that, if we're looking for different kinds of skills, we need to let them know what those skills are. It's not a matter of working for the Highway Division for 10 or 15 years and then expect to be promoted."

Expectations for mid- to upper-level managers include:

■ **Leadership.** Actively supports and promotes the administration's goals, values, direction and decisions. Gains cooperation through persuasion and sensitivity to others. Demonstrates high personal and professional ethics, and promotes work force diversity and affirmative action.

■ **Flexibility/Sensitivity.** Adapts to changing circumstances, and can be involved in several tasks or projects simultaneously. Open-minded and able to separate personal feelings from issues at hand. Able to relate to subordinates and citizens with problems.

■ **Management Control.** Able to establish procedures to monitor or regulate processes, tasks or activities of subordinates. Able to delegate effectively. Understands cost-benefit analysis and budget categories.

■ **Customer-Service Orientation.** Able to deal with the public effectively on a wide range of community concerns and sensitive issues.

■ **Decision-Making.** Encourages others to contribute to a group problem-solving process.

■ **Communication Skills.** Speaks in a clear, understandable manner, and elicits feedback when necessary. Can effectively organize, prepare and present reports, and express ideas in a concise, factual and sequential manner.

■ **Strategic Management.** Able to visualize the needs of the organization, and position it to meet those needs.

■ **Employee Development.** Accepts responsibility for actively developing and mentoring people. Encourages prudent risk-taking. Positively reinforces, recognizes and rewards performance.

Slide wipes out trees, utility lines, roadway

One lane of traffic along a section of the Clackamas Highway, or Oregon 224, four miles east of Estacada remained closed as engineers and geologists develop a solution for repairing a slide that undermined the roadbed's edge.

The Highway Division closed one of the three travel lanes in December when underground springs started a slide that exposed several guardrail posts, accord-

ing to Janis Collins, the Highway Division's Region 1 public affairs manager, Milwaukie.

On Jan. 3, an estimated 60,000 cubic yards of mud and rocks cascaded down the man-made slope beneath the road. The slide knocked out Portland General Electric power lines and a stand of fir trees, and covered PGE's private road at the toe of the slope. The slide occurred on a newly aligned six-mile section of the highway that begins three miles east of Estacada. The new alignment, which opened in December 1988, replaced a narrow, two-lane road that snaked along the banks of the Clackamas River.

Engineers are analyzing several new designs for rebuilding the fill beneath the roadbed and adding additional drainage. The repairs, expected to begin this spring, will be 50 percent financed by Federal Lands funding, Collins said.



An aerial photograph shows the trail of mud and rock that plowed power lines and trees on a hillside east of Estacada. Project Manager Bob Heard (on left in photo at right) and Bob Vanvickie, the Highway Division's Region 1 geologist, consider solutions.



CORRECTION

The January *Via* promotions list incorrectly reported that right of way agent Leslie Benckendorf transferred to Bend from Salem. Benckendorf remains in Salem.

Roberts' cuts may hit home

Restructure gets support of governor

(Continued from Page 1)
organizational shift. "Now we can start the process of implementing the restructure," DeLuna said the department's integration likely will be complete well within the current budget cycle, which ends in late June 1993, possibly within the next year.

Some of questions that have been resolved since last fall include reporting relationships, the legal requirement to have an acting state highway engineer, and the earmarking of federal funds.

Forbes told the commission he and ODOT staff are coordinating the restructure with key legislators and legislative committees, the Governor's Task Force on State Government, and the Executive Department. So far, Forbes said, those groups have been "cautiously supportive of the idea."

In her Jan. 23 State of the State address, Gov. Barbara Roberts noted ODOT's role in state government's efforts to cut costs in the wake of Measure 5, the new property tax limitation.

"I am also supporting the Department of Transportation's aggressive new efforts to restructure their agency," Robert said. "They will cut their administrative costs, saving millions of dollars, and will still deliver services to Oregonians."

In her State of the State Address, Gov. Barbara Roberts announced her proposals to "reshape" Oregon state government, including the eventual reduction of 4,000 positions, half of them management-level.

What effect that will have on ODOT remains unclear, although the Governor

will come from reducing administration in all state agencies, and roughly one in four state government administrative positions would be eliminated.

"We will empower our workers," she said. "We will encourage teamwork and allow front-line workers to make more decisions. We can do the job with

'We will empower our workers. We will encourage team work and allow front-line workers to make more decisions.'—Gov. Barbara Roberts

nor's Office released figures indicating that 218 non-General Fund positions and one General Fund position would be eliminated within the department. Those cuts would occur through attrition, retirement and unfilled vacancies—as well as layoffs, Roberts said.

ODOT Personnel Services reported that on Jan. 10 the Highway Division alone had 131 vacant full-time positions it was not planning to fill.

In all, her proposal would cut 4,000 state government jobs in the 1991-93 budget period. About half those jobs

fewer managers. But I won't cut only administration. I will eliminate roughly 2,000 more jobs, most of necessity, from our larger budgets—human resources, education and public safety. We will be selective, working to minimize the impact on government services to Oregonians.

"Government is going to work better," she said. "Government is going to work smarter. And government is going to work with fewer employees."

Also included in her cost-cutting strategy were consolidations of state



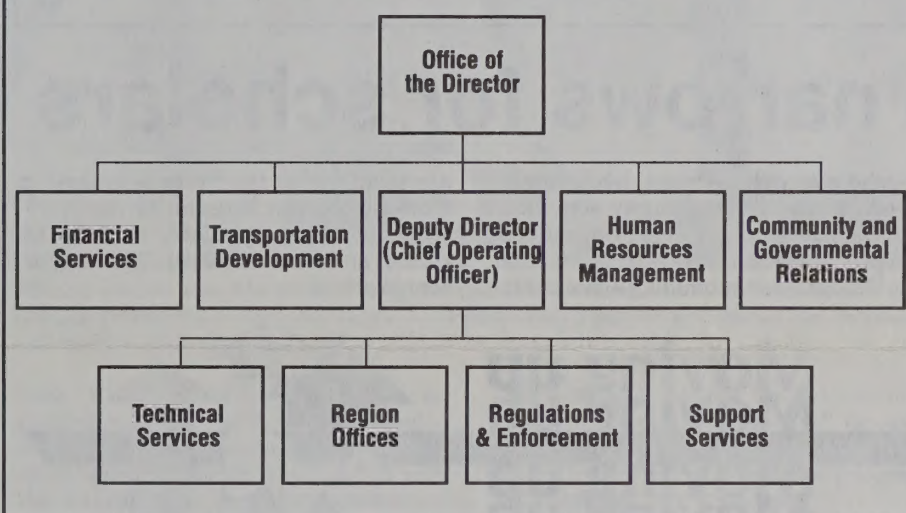
Gov. Barbara Roberts supports ODOT's organizational restructure (file photo).

agencies and the elimination of up to 80 boards and commissions. Roberts supported the Department of Transportation's "aggressive new efforts" to restructure its organization.

"I'll show you we're not afraid to change," she told a packed House chamber at the state Capitol.

Roberts' proposal responds to Measure 5, the state constitutional amendment that caps property tax rates at \$15 per \$1,000 of assessed value by 1995. Agencies supported by the General Fund are most affected because the state must reimburse school districts for lost tax revenues. Budget analysts attribute the estimated \$1 billion shortfall in the 1993-95 budget primarily to Measure 5.

APPROVED ODOT RESTRUCTURE



Oregon speeders on increase

Oregon was spared from losing an estimated \$12 million in federal money because less than 50 percent of its drivers are exceeding the 55 mph speed limit.

California and several East Coast states aren't so fortunate. Heavy traffic and more miles of urban freeway make it difficult for them to comply with the federal speed law. States with more than 50 percent of their motorists exceeding the national 55 mph limit face federal highway fund sanctions. Dwayne Hofstetter, state traffic engineer, said Oregon's compliance to the speed limit dropped slightly during 1991 compared to the previous year. The percentage of Oregon travelers exceeding 55 mph was 39.3 in 1991, compared to 38.5 percent in 1990, Hofstetter said.

Hicks succeeds Thurston

Jon Hicks has been selected the Highway Division's District 11 manager, Klamath Falls. He succeeds Don Thurston, who plans to retire Feb. 1.

District 11 covers most of Klamath and Lake counties, plus parts of Harney and Jackson counties.

Hicks, formerly assistant district manager of Highway Division's District 3, Salem, began his new position in late January. He joined the Highway Division in 1985 as an engineering aid in Salem.

Dale Allen, region engineer, Bend, said Hicks brings a strong blending of technical and managerial background to his new position. That experience will

Anhorn named deputy in agency's redesign

To manage the new organization, ODOT Director Don Forbes has realigned duties of existing administrators. In all but one case, the new functional groups have been assigned to current staff.

The changes took effect Feb. 1.

Bill Anhorn, formerly deputy state highway engineer, is the new deputy director, or chief operating officer. Human Resource Management is now headed by Judy Gregory, former assistant director for administration. John Elliott, former assistant director for Strategic Planning and Communication, directs Community and Governmental Relations.

Transportation Development—which consolidates Aeronautics, Public Transit, Traffic Safety, Strategic Planning and Highway Planning—is being managed by Paul Meyerhoff II, former Aeronautics Division administrator. Financial Services is directed by Tony Lewis, who previously served as the department's assistant director for finance.



Anhorn

The Regulations and Enforcement group is directed by Jane Cease, formerly Motor Vehicles Division administrator. Duane Christensen, former Highway Division project development engineer, will manage the Technical Services group until he retires later this year.

The Highway Division's region offices will continue to be managed by the existing region engineers. The new Support Services position (see organization chart, above) will be filled through an internal agency selection process, Forbes said.

HISTORY

FEBRUARY 1987

■ Shortly after Gov. Neil Goldschmidt left Oregonians basking in the warmth of his inaugural address, ODOT responded to his "Oregon Comeback," a plan designed to revitalize the state's economy through an expansion of employment and economic opportunity.

■ The state's highway engineer work force was growing younger, as the World War II generation was settling into retirement and the baby boomer generation began filling the gap. The average age of Highway Division employees reached 40, the same age as baby-boomers.

FEBRUARY 1982

■ Via ran a two-part series of articles on sexual harassment in the workplace. Assistant Attorney General Josephine Hawthorne told ODOT supervisors that recently enacted laws were designed to protect women from sexual harassment and provide them ways to respond if they become victims.

■ Fred Miller was sworn in as ODOT director. Miller replaced Fred Klaboe, who retired after suffering a heart attack.

FEBRUARY 1977

■ Gov. Bob Straub told Oregon's Congressional Assembly it faced three key state issues—maintenance of the state's transportation "lifelines," conservation and land development. Straub asked lawmakers to pass a budget package that would spend \$15 million in General Funds for highway maintenance programs that previously were supported by gas tax revenues.

■ Behind the controls of an earth-mover, Straub broke ground on the final 9.6-mile link of the Interstate 205 freeway.

Light rail coming soon



An infusion of people, business and automobiles has consumed downtown Beaverton since the 1950s interstate era, when this photograph was taken. Beaverton is the destination of the joint Tri-Met/ODOT light-rail extension and highway improvement project, scheduled to begin June 30, 1993 and last about five years. When completed, the project will provide commuters a rail link through Portland to Gresham.

Letters



(Continued from Page 2)

Polished in Prairie City

Roger Lang,
Transportation Engineer 2,
Highway Division, La Grande:

The Prairie City Council would like to thank Monte Grove and Mike Lincoln for conducting our public meeting this fall on the U.S. 26 project through Prairie City. They are professional men and a credit to the Highway Division.

MAYOR DONALD PARKER

City of Prairie City

(Grove is a Region 5 project manager and Lincoln is a transportation engineer 1, both of La Grande.—Editor)

Distinctly proud

Jim Gix,
Region 3 Engineer,
Highway Division, Roseburg:

Our church members have served coffee at the Manzanita rest area, north of Grants Pass, during the Memorial Day, July Fourth and Labor Day weekends. We and the thousands who use the freeway want to thank the Oregon Department of Transportation for establishing and maintaining this highway safety program and for providing us an opportunity to expand our outreach into the larger community.

We commend the Highway Division's District 8 Manager Mike Anhorn, his staff, predecessors (Gerald Parker, Mark Usselman and Tom Kuhlman) and office staff members Carol Ward and Joni Tomlinson for their courtesy. Our warmest thanks go to Terry Lollar, Grants Pass highway maintenance supervisor, and his crewmates for giving abundant aid and comfort to us and those who have ridden the highways. We look forward to continuing to serve the public.

REV. CLAY JOHNSON
Church of Religious Science
Grants Pass

Meaning of Christmas

Ron Dowse,
Highway Maintenance Supervisor,
Highway Division, Heppner:

This winter I was driving near a gravel pit on Oregon 207 when my car became stuck in soft gravel on the side of the road. The driver of the Oregon Department of Transportation gravel truck, Marvin Way, stopped to pull my car from the soft gravel. He was kind and helpful and, within moments, I was on my way.

I would like you all to know this man's kindness is most appreciated and adds to the true meaning of Christmas.

MARY HAINES

Heppner

(Way is a highway maintenance specialist with the Heppner highway maintenance crew.—Editor)

Easy on the eardrum

Dennis Scofield,
Automated Milepoint Log Coordinator,
Roadway Analysis and Mapping,
Highway Division, Salem:

Thank you for the time and energy you put into charting a route to Los Angeles for me. Because it was my daughter's first trip since she suffered inner-ear damage, we drove under 2,000 feet elevation at about 35 mph to allow her ears to adjust to the pressure changes. The drive lasted 27 hours, but it meant a lot to her. Thank you.

CONNIE PILCHER

Portland

(Scofield used ODOT's corporate data base of state highways to locate a low-elevation route between Portland and Los Angeles for Pilcher and her daughter.—Editor)

Funding gap narrows for scholars

ODOT and Parks and Recreation Department employees again this year will be asked to help close the gap between the Glenn Jackson scholarship fund balance and its self-sustaining goal.

Payroll deduction cards will be distributed in March.

The scholars program, now entering its eighth year, is primarily backed by employee contributions. Payroll deduction has proven the most effective way of moving the scholarship fund closer toward its self-sustaining goal, which is between \$250,000 and \$270,000.

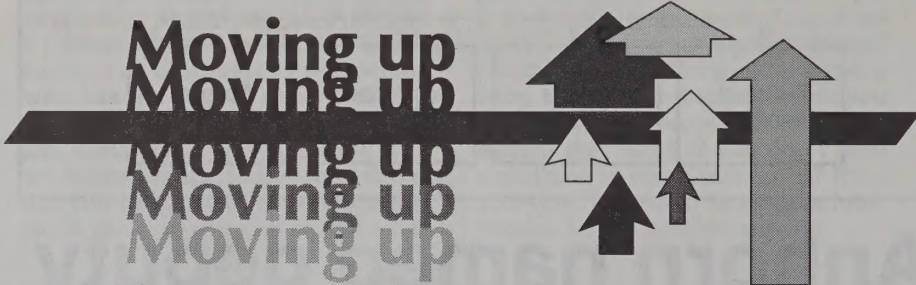
Fund-raising efforts—such as the Scholars Store, bowling and golf tournaments, raffles, and memorial and private contributions—have raised the fund to about \$220,000, according to Maur Horton, transportation and finance analyst, ODOT Financial Services. The Glenn Jackson Scholarship Policy and Selection committees continue to explore other sources to help the fund reach its goal.

Scholars No. 15 and 16 will be chosen in May. Dependents of Parks and Transportation employees are eligible to receive the four-year \$2,500 annual scholarships. Selection is primarily based

on scholastic achievement, while applicants' school and community activities, and their responses to essay questions also play a role.

Deadline for submitting scholarship

applications to the State Scholarship Commission in Eugene is April 15. Applications are available from Parks, ODOT, and Motor Vehicles Division personnel offices.



Aeronautics Division

Gary Viehdorfer, planner 2 to program representative 2, Salem.

Highway Division

Terry Anderson, transportation engineer 1 to supervising transportation engineer B, Portland.

Diane Brown, office coordinator to executive support specialist 1, Salem.

Jerry Cnossen, highway maintenance specialist, The Dalles, to highway maintenance assistant supervisor, Coos Bay.

Amy Dial, highway maintenance worker to highway maintenance specialist, Portland.

Lee McDannel, engineering specialist 1 to engineering specialist 2, Ontario.

Alan Neer, engineering specialist 1 to engineering specialist 2, Roseburg.

Richard Pitt, transportation engineer 1 to transportation engineer 2, Salem.

Michael Potts, engineering specialist 1, Bend, to engineering specialist 2, Salem.

Teresa Simenson, office specialist 1 to office specialist 2, Salem.

Central Services Division

Danny Hepler, computer operator specialist to user support analyst 1, Salem.

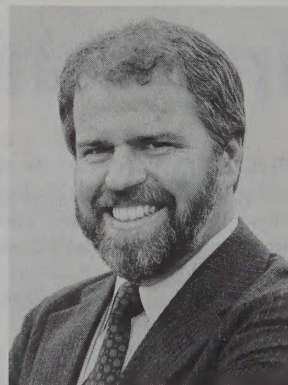
Debra West, office specialist 1 to office specialist 2, Salem.

Motor Vehicles Division

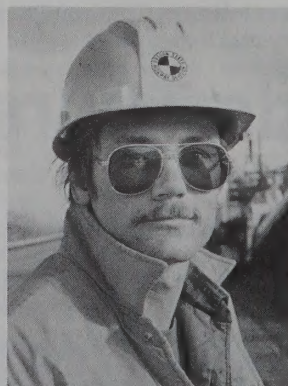
Roger Breeding, management analyst 3 to principal executive manager D, Salem.

Elizabeth Kramer, office assistant 2 to office specialist 2, Salem.

Wesley Taylor, principal executive manager C to principal executive manager D, Salem.



Wesley Taylor
Principal Executive
Manager D
DMV, Salem



Lee McDannel
Engineering Specialist 2
Highway Division
Ontario

RETIREMENTS

Ellis Barnholdt, engineering specialist 3, Highway Division, Eugene, retired in December after 25 years of service.

William Clarke, highway maintenance assistant supervisor, Highway Division, Madras, retired in December after 19-plus years of service.

Harry Evans, associate transportation engineer, Highway Division, Troutdale, retired in January after 31 years of service.

Glenn Fleming, engineering specialist 1, Highway Division, La Grande, retired in January after six-plus years of service.

Allan Hansen, supervising transportation engineer D, Highway Division, Salem, retired in January after 30 years of service.

Dave Moomaw, administrator, Motor Vehicles Division, Salem, retired in January after 16 years of service.

PROFILE: DAVE BISHOP

Carving a new Oregon Trail

By ANDY BOOZ
Via Managing Editor

It's Dave Bishop's job to dare to dream.

His vision of Oregon's transportation future includes 200 mph trains shuttling passengers through the Willamette Valley, a statewide network of connecting bikeways, even pipelines that ship potatoes and grain from Eastern Oregon to lower Columbia River ports. Bishop can imagine them all.

'I believe in bringing people into the planning process. I want to see them open up and voice their concerns. Really, I want them to be wild, for them to encourage new ways of thinking, to challenge the status quo.'
—Dave Bishop

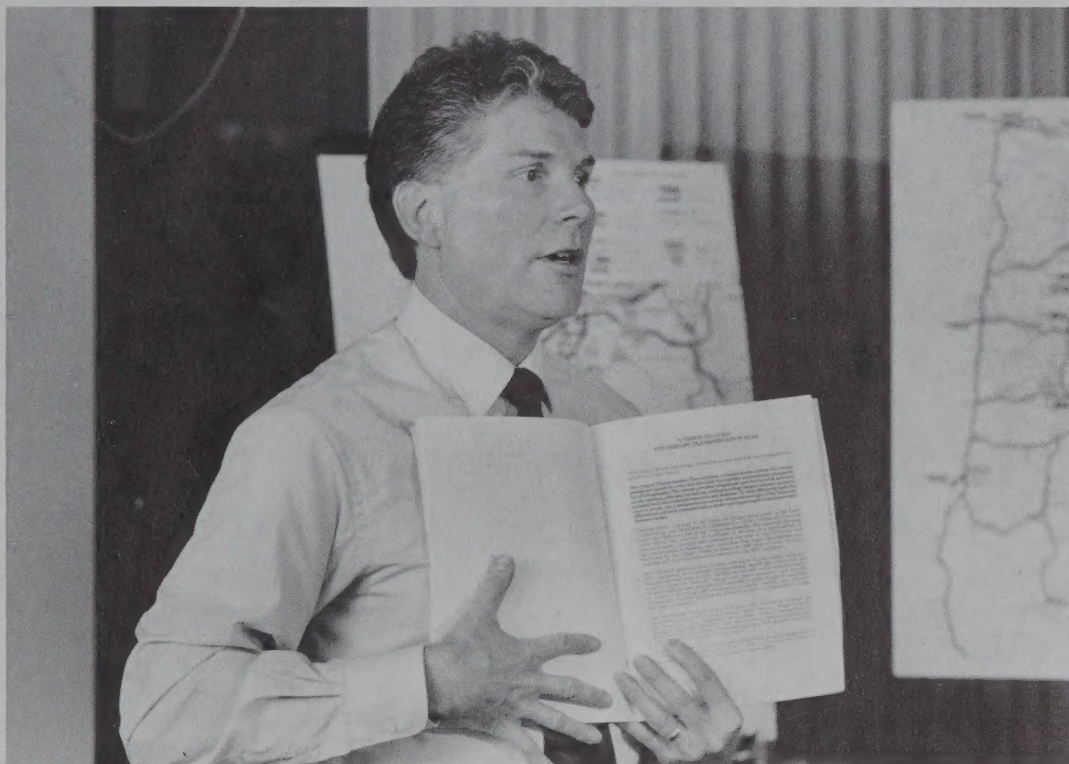
crafted policies to shape Oregon's future transportation systems well into the 21st century.

With his assistant Carolyn Gasaway and a core team of ODOT administrators, Bishop then asked more than 500 Oregonians attending a series of 25 statewide public meetings last November and December how they envisioned the state's transportation future.

For Bishop, the Oregon Transporta-

voice their concerns. Really, I want them to be wild, for them to encourage new ways of thinking, to challenge the status quo."

As with any study, Bishop is wary of the risk of having the Oregon Transportation Plan gather dust and be forgotten. His insurance against that fate lies in the public-involvement and consensus-building process. "The real hurdle will be bringing citizens along with a single vision. But I see communi-



Bishop builds into his work strong components of creative brainstorming and consensus-gathering. Public meetings have indicated a public preference for increased rail service, for instance.

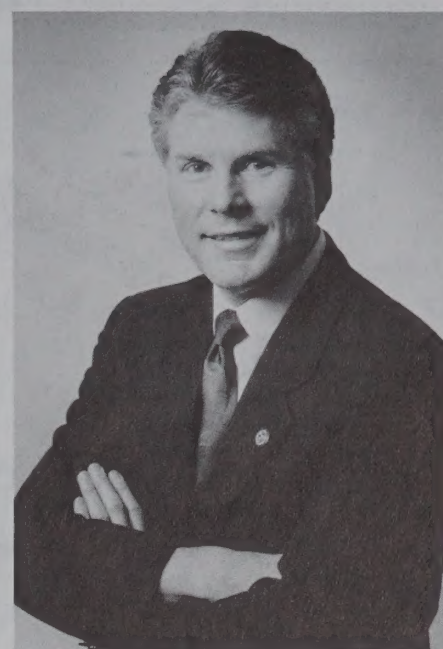
tion Plan's success depends on cultivating Oregonians' trust to develop a mutual understanding, while at the same time rattling their love affair with the automobile. Building consensus, Bishop says, means listening to and valuing different viewpoints. "We realized we needed to build the perception that anyone who wanted to participate in the process would be allowed to participate. They needed to know that they would get a response to their ideas. We see it as an open process, not restricted in any way."

The resulting brainstorming process was a radical departure from any public meeting he had conducted, yet it fit Bishop's style. "I believe in bringing people into the planning process," he says. "I want to see them open up and

ties getting involved and expressing their different points of view," he says. "These people expect results. They care how Oregon's transportation program will look and how it's funded."

In the statewide public meetings, Bishop discovered that Oregonians generally support the idea of weaning themselves from their auto-dependency. "They told us Oregon's not moving fast enough," he says. The state's transportation system needs to act more quickly to provide transportation alternatives to reduce traffic congestion and better serve an aging population.

Bishop's encouraged by Oregon's reputation of transportation innovation, noting it was the first state to establish a gasoline tax, the first to establish a government aviation agency, and the first to



As Oregon Transportation Plan manager, Dave Bishop's main reason for being is helping guide the state's transportation future.

exchange interstate funds for light-rail money.

Still, he tempers his enthusiasm, knowing that all ideas can't become reality, at least not yet. "Some ideas are glorious, but some just aren't possible yet. Still, we need to consider them all."

The immensity of helping shape the Oregon Transportation Plan leaves Bishop little time for anything else. His two college-age children joke that attending meetings is his only hobby. But he's conditioned to them, having served eight years as a Yamhill County commissioner. "It's easy to absorb ourselves with work when we're in the public sector," he says.

His public service and accomplishments are lengthy: member of Gov. Barbara Roberts' transition team, Yamhill County Fair Board chairman, a board member of the Association of Oregon Counties, founder of the Yamhill County Tourism Council, and naval officer during the Vietnam war.

While away from work, he mostly keeps in touch with friends in his hometown of McMinnville, and stays involved with his church, where he plays in the bell choir. He dreams of devoting more of his energies to gardening.

"When it comes to looking into Oregon's future, it's exciting to be on the cutting edge in Oregon state government. We're struggling with some core issues that will shape our state's lifestyle."

A fourth-generation Oregonian, he has an affection for the rural qualities of Oregon life. "My work here is my way of giving back to the community what I've been given. I love my job."



He's the man behind the Oregon Transportation Plan, an ambitious look 40 years into the future at how Oregon's diverse transportation modes, including mass transit and bicycles, can work together—a move away from the state's highway-dominated role. The integrated approach is what's needed to deal with congestion, urban sprawl, energy needs and other threats to Oregon's liveability, he believes.

"Most Oregonians, like others in America, are married to their automobiles and the freedoms they offer," he says. "But they don't really know what the automobile costs us in black-and-white terms."

Bishop's efforts to provide Oregonians with alternate transportation modes began one year ago, in February 1991, when he was selected as Oregon Transportation Plan manager. While interviewing for the job, he was struck by the immensity of the plan and wondered of its chances for success. "This plan is the Transportation Commission's top priority," he says. "They told me the groundwork had been done, that the commitments have been made. And they're sticking by their commitment to making this work."

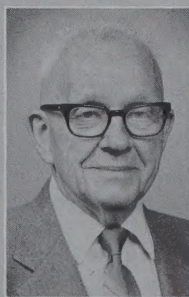
Creating such a far-reaching plan has demanded getting advice—lots of it. Bishop's first task was to form five advisory committees—composed of local elected officials, transportation industry representatives, state officials and citizens from across the state—to examine five critical issues: urban mobility, rural access, freight issues, transportation finance, and safety. Each group considered all transportation modes and

L.E. "Bud" George, Salem, state traffic engineer, Highway Division, retired in 1988.

Within months of his retirement, Bud had open-heart surgery, an experience he feared would hamper his mobility. But now—more than three years of aerobic recovery later—he's as fit as ever. And his schedule proves it.

Bud wasted no time in establishing a consulting engineering firm, B&K Engineering Services. Its demands on his time are "just about right. I'm just busy enough," he says. Bud's earnings are fodder for his granddaughters' education fund.

His list of post-retirement activities suggests Bud's hit his prime: traffic consultant to the Oregon Trail Council,



George

RETIREES REPORT

Highway Division liaison for the Oregon Geographic Names Board, member of the Salem Historic Landmark Commission, volunteer consultant to the Deepwood Estate board of directors for tours and signing, and a member of the policy advisory committee for the Travel Information Council's Historic Sign Program.

"I still keep on enjoying what I had been doing before retirement," Bud says. "Only now, I can do it at my own schedule—Saturdays, Sundays, even at midnight." Even so, he and his wife, Lois, squeeze in trips throughout Oregon, although most are connected to his work. "I just don't feel the urge to travel outside of Oregon," he says, noting they recently motored south to Ashland to take in the Shakespeare Festival.

While away from home, Bud shoots photos of Oregon's outdoor scenery. When in Salem, he totes his video camera and "burns up lots of tape on my granddaughters."

His pace testifies to his health.

Heart surgery hasn't fazed him, and, he says, "I feel amazingly good." His retirement schedule may be full, but nothing stands in the way of his daily exercise regimen of walking three miles a day and riding many more on his stationary bicycle.

Pete Carstensen, Salem, location office manager, Highway Division, retired in 1979.

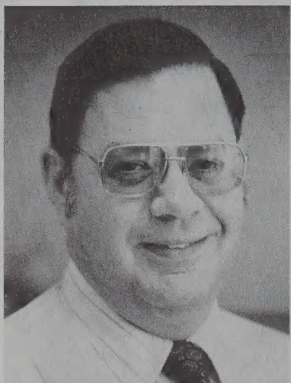
Pete works as a Red Cross volunteer. About twice each month, he picks up donated blood at drawing sites and delivers it to Portland. That role also includes his being on call one week each month to deliver blood from the Red Cross's main branch at Salem Memorial Hospital to the Dallas or Stayton hospitals.

A member of the Santiam Golf Club, Pete plays guitar with the Northwest Banjo Band at a local pizza shop every month. He and his wife, Annette, frequently travel to Reno, Nev., and occasionally to Arizona and Texas.

CANDID COMMENTS

How do your friends feel about you working for ODOT?

Rod Johnston
Highway Maintenance Specialist
Highway Division
McKenzie Bridge



Jay Bosse
Assistant Northern Region Manager
Motor Vehicles Division
Milwaukie

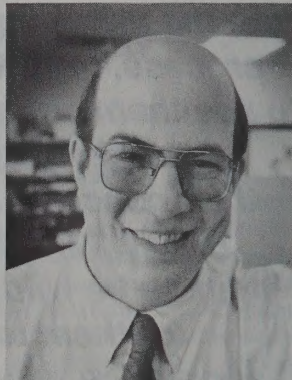


Ken Smith
Motor Vehicle Office Manager 1
Motor Vehicles Division
Ontario



Dinah Van Der Hyde
Special Transportation Fund Program Manager
Public Transit Division
Salem

Jim D'Amico
Revenue Auditor
Fuels Tax Branch
Motor Vehicles Division
Portland



Rod Johnston

This is a rural, close-knit community where I live and work. Because there's a lot of bad weather, we're out where people see us quite a bit. So yeah, I'd say they're proud that I work for the state Highway Division.

Jay Bosse

When most people find out that I work for DMV, they ask me DMV-related questions—about driver licensing, what the penalty is for delaying a title transfer, and mostly everyday questions. Just the other day, a guy said he'd gotten in an accident and asked how long he had to report it.

Ken Smith

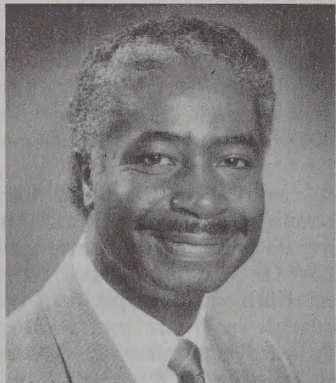
They're certainly not negative about my working for ODOT or DMV. In fact, most of them have either a neutral attitude or are favorable because we have fairly good relations with the public here in this area. They only thing they might comment on is our customer wait times, which are about 15 minutes to a half hour. Most anybody I know feels free to ask me DMV questions when I'm off the job—at church, for instance. It's good they feel free to do that, and it doesn't bother me at all.

Dinah Van Der Hyde

My friends respond in one of two ways, depending on whether they work with government and how aware they are of government issues. Those who know about ODOT think it's one of the best agencies in the state, is strong and positive, and has a lot to offer its employees compared to other state agencies. Of my friends who aren't close to government, they aren't really aware what Public Transit does, and they figure that, because I work in transportation, that I'm either an engineer or drive a truck for a living.

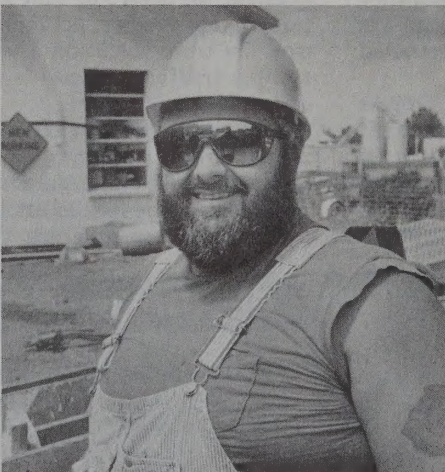
Jim D'Amico

Recently, I have heard many times that people think of a state agency as a good place to work, because its employment tends to be more stable than the private sector. People appear to feel that, as a state employee, I am knowledgeable about the operation of all state agencies, and I have often been asked for assistance in dealing with those agencies. These comments tend to make me believe that much of the public views state employment and employees favorably.



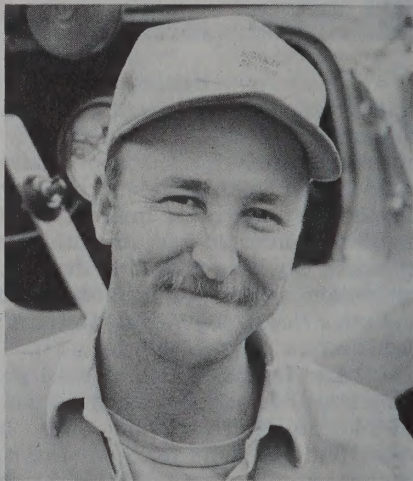
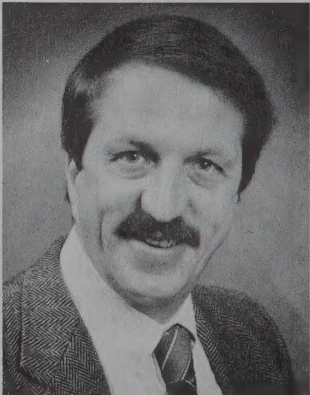
Harvey Lockett
DBE Programs Manager
Civil Rights Section
Central Services Division
Salem

Eunice Dschaak
Office Manager 1
West Eugene Drive Test Center
Motor Vehicles Division



Bob Popham
Highway Maintenance Specialist
Highway Division
Burns

Allen Anderson
Senior Right of Way Agent
Highway Division
Salem



Dan Prodzinski
Highway Maintenance Specialist
Highway Division
Santiam Pass

Harvey Lockett

They feel good about it. There is a considerable amount of expectation regarding my performance. As manager of the Emerging Small Business and Disadvantaged Business Enterprise programs, many businesses are expecting solutions to problems. That doesn't necessarily reflect their expectation of my personal performance, but of this program's success.

Eunice Dschaak

I'm proud to work for the department. People expect me to know a lot about not only the Motor Vehicles Division, but also other state agencies. I might not always have the answers, but I have the resources to find the answers.

Bob Popham

Right now, I think they're envious. This is a little timber-industry town and, while our wages are going up, theirs are going down. We've been getting a lot of inquiries about our work lately—what we do, what benefits we receive, and that sort of thing.

Allen Anderson

My friends are impressed by the fact that I work for ODOT. They know that most ODOT employees are highly trained and very professional. In the 20-plus years I have worked for ODOT, I have never received an unfavorable comment.

Dan Prodzinski

Most of my friends think it's great that I work outside and operate different types of equipment. Then I explain that I work six months out of the year plowing snow in a snow zone, and the other six months working with a striping crew. The only drawback they sense to my work with the Highway Division is that it prevents me from seeing my family as much as I'd like.